The role of Conflict Management skills for PNG’s Sustainable Development

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Outline of Presentation

1. Conflict Management and Good Governance
2. RENCOR course augments
3. Theory, practical experiences and reflection
4. RENCOR Course Components
5. Focus on Negotiation and Mediation
6. Agreements need to be durable
7. The RENCOR Course
8. PNG Ways...PNG Em mi Yah!
So then? What is Conflict? in PNG?

- Friction
- collision
- Struggle
- Disagreement – in resource development in PNG
Conflict Management and Good Governance are fundamental to sustainable development.
RENCOR course augments environmental, economic, governance and social science education for sustainable development

1. Economic
2. Environment
3. Social
4. Governance

StaRS Vision 2050 National Goals and Principles mtdp2
SUSTAINABLE DEVELOPMENT PILLARS/PRINCIPLES

**Quality of Life/Social Pillars/Principles**
- Ensure a fair distribution of the costs and benefits of development for all those alive today.
- Respect and reinforce the fundamental rights of human beings, including civil and political liberties, cultural autonomy, social and economic freedoms, and personal security.
- Seek to sustain improvement over time; ensure that depletion of natural resources will not deprive future generations through replacement with other forms of capital.

**Environment Pillars/Principles**
- Promote responsible stewardship of natural resources and the environment, including remediation of past damage.
- Minimize waste and environmental damage along the whole of the supply chain.
- Exercise prudence where impacts are unknown or uncertain.
- Operate within ecological limits and protect critical natural capital.

**Economic Pillars/Principles**
- Maximise human and well-being.
- Ensure efficient use of all resources, natural and otherwise, by maximising rents.
- Seek to identify and internalise environmental and social costs.
- Maintain and enhance the conditions for viable enterprise.

**Governance Pillars/Principles**
- Support representative democracy, including participatory decision-making.
- Encourage free enterprise within a system of clear and fair rules and incentives.
- Avoid excessive concentration of power through appropriate checks and balances.
- Ensuring transparency through providing all stakeholders with access to relevant and accurate information.
- Ensure accountability for decisions and actions, which are based on comprehensive and reliable analysis.
- Encourage cooperation in order to build trust and shared goals and values.
- Ensuring that decisions are made at the appropriate level, adhering to the principle of subsidiarity where possible.
Conflict management and governance can be learned through theory, practical experiences and reflection.
RENCOR Course Components

1. Understanding resource development
2. Recognising stakeholders and their needs
3. Anticipating sources & areas of conflict
4. Accessing and applying information
5. Guiding stakeholders to mediation
6. Using effective communication
7. Ongoing management and governance
The process map outlines the important steps in an ACM process. These ten steps can be sub grouped into four major milestones (A-D).

**PROCESS MANAGEMENT**
- Fostering collaboration
- “Do no harm”
- Restoring relations
- Managing information
- Capacity building

**MILESTONE A**
- ENTRY

**MILESTONE B**
- BROADENING STAKEHOLDER ENGAGEMENT

**MILESTONE C**
- NEGOTIATION

**MILESTONE D**
- EXIT

**STEP 1**
- Preparing entry

**STEP 2**
- Entering the conflict scene

**STEP 3**
- Analysing conflict

**STEP 4**
- Broadening stakeholder engagement

**STEP 5**
- Assessing options

**STEP 6**
- Preparing negotiations

**STEP 7**
- Facilitating negotiations

**STEP 8**
- Designing agreement

**STEP 9**
- Monitoring agreement

**STEP 10**
- Preparing exit
Focus on Negotiation and Mediation

**Figure 2.2 Continuum of Conflict Management Approaches**

- Informal decision-making by conflict parties
- Informal third party decision-making
- Legal (public) authoritative third-party decision-making
- Extralegal coerced decision-making

- Conflict avoidance
- Negotiation
- Mediation
- Arbitration
- Adjudication
- Non-violent directive action
- Violence

- Increased coercion and likelihood of win-lose outcome

Source: Moore, 2003
Agreements need to be durable

<table>
<thead>
<tr>
<th>Is it honest:</th>
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<tbody>
<tr>
<td>• based on best available and jointly developed information?</td>
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<td>• built on realistic considerations of capacity and costs?</td>
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<td>• having the assurance of all stakeholders that they will implement their parts?</td>
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<td>• developed with the full involvement of all key stakeholders?</td>
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<th>Is it acceptable:</th>
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<td>• resolving the grievances that gave rise to the dispute?</td>
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<td>• acknowledging past problems and addressing them?</td>
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<tr>
<td>• meeting the underlying interests and needs of the primary stakeholders?</td>
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<td>• arrived at by a process that was perceived as fair by and to all?</td>
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<th>Is it workable:</th>
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<tr>
<td>• providing benefits (incentives) for all implementing parties?</td>
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<td>• not disadvantaging an excluded party?</td>
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<td>• recognizing possible problems or changes in the future, and including mechanisms to deal with these, or acknowledging the need for renegotiation?</td>
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<td>• building working relationships among parties through its implementation?</td>
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The RENCOR course

1. Introduces students to conflict management theory and skills

2. Treats conflict as normal when change occurs

3. Highlights the options for conflict management

4. Promotes mediation rather than court or conflict

5. Recognises the need for a range of specialists, and raising the capacity of stakeholders

6. Emphasises the role of management and governance of an agreement
Fair and effective governance is critical to ensuring that development benefits both people and natural resource sustainability.
Good governance should entail processes, decisions and outcomes that sustain natural resources, alleviate poverty and improve the quality-of-life of local people.
Good governance will also contribute to achieving imperative national goals and directive principles under PNG Constitution that embrace “PNG Ways – PNG Em Mi Yah”.

NATIONAL STRATEGY FOR RESPONSIBLE SUSTAINABLE DEVELOPMENT

“PNG... EM Mi Yah!”